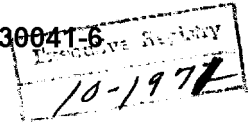


EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF DEFENSE MOBILIZATION
WASHINGTON 25, D. C.



OFFICE OF THE DIRECTOR

Honorable Allen W. Dulles
Director
Central Intelligence Agency
Washington 25, D. C.

MAR 14 1958

Dear Mr. Dulles:

The National Defense Executive Reserve was authorized by the Congress at the request of the President more than two years ago. It is therefore timely that we review the progress made in developing this important program and to determine the further actions needed to bring the Reserve to a higher degree of effectiveness as a mobilization readiness measure.

To assist in this task, I have asked the Citizens' Advisory Committee and the Interagency Committee concerned with the National Defense Executive Reserve to review the current size, composition, employment affiliation and geographical distribution of the Reserve. These Committees have now completed their reviews and have submitted their findings and recommendations to me. As a result of the work of the Committees, several important conclusions have emerged.

First, the growth and administration of the Reserve during the past two years have been reasonably satisfactory. On January 1, 1958, ten departments and agencies had established Reserve units and three others were in process of doing so. A total of 951 Executive Reservists had been designated and recruiting programs called for the designation of some 2,431 by July 1, 1958. At the request of your agency no reference is made to the Central Intelligence Agency participation in the Executive Reserve program. (See Table 1 attached.) All agencies participating have established orientation and training programs for members of the Reserve.

On the other hand, the Reserve appears not yet adequately representative of the various segments of our national life nor are members of the Reserve suitably distributed geographically. (See Tables 2 and 3, attached.)

The extreme variation in the sizes of Reserve units would also seem to indicate substantial variations in the views of the several agencies as to the functions and objectives of the Reserve program.

The Citizens' Advisory Committee and the Interagency Committee have recommended that I bring these conclusions to the personal attention of the several department and agency heads concerned and to recommend that each agency:

1. Carefully review its mobilization functions, both statutory and by delegation, and in the light of this review re-evaluate the size and composition of its Executive Reserve. Consideration should be given to the attrition to both regular executive staff and members of the Reserve in an attack situation.
2. Conduct future recruitment activities for national Reserve units in such a manner as to attain a wider distribution of Reservists geographically and by employment affiliation.
3. Review existing plans for training of Reservists and insure that training programs are established or improved consistent with agency needs.
4. Give adequate consideration to the budgeting of funds for appropriate expansion and administration of the Reserve.

In conducting this re-evaluation please bear in mind that establishment of field units of the Executive Reserve is contemplated during the coming months. Systematic procedures are now being worked out for this purpose in consultation with our Advisory Committee on the Executive Reserve. At an early date I shall issue a revised Defense Mobilization Order indicating the procedure for the establishment of regional Reserve units, and agencies which have suitable organization for the establishment of regional units of the Reserve will be authorized to do so.

The National Defense Executive Reserve is a mobilization readiness measure of great significance. I therefore appreciate the interest you have shown in the program and hope that you will continue to give it your active support. I also wish to acknowledge with appreciation the valuable services rendered by [redacted], of your staff, as a member of the Interagency Committee on the National Defense Executive Reserve.

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Sincerely yours,

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Gordon Gray
Director